



**ANNUAL REPORT AND  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31 JULY 2012**



A Company Limited by Guarantee No: 6636665

Registered as a Charity No: 1125376

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**REFERENCE AND ADMINISTRATIVE INFORMATION**

**Legal Status**

Woldingham School is an independent Catholic boarding and day school which welcomes students from all Christian denominations and other world faiths. The School's Instruments of Governance are the Memorandum and Articles of Association of Woldingham School dated 2 July 2008. The School, formerly a Charitable Trust, incorporated as a Company Limited by Guarantee Capital [Company No 6636665, Charity No 1125376] on 1 December 2009.

**Address of the School**

Woldingham School  
Marden Park  
Woldingham  
Nr Caterham  
Surrey  
CR3 7YA

Website <http://www.woldinghamschool.co.uk>

Email [headmistress@woldinghamschool.co.uk](mailto:headmistress@woldinghamschool.co.uk)

**GOVERNANCE OF THE SCHOOL**

The School is governed by an established Board of Governors, each of whom is appointed as a Director of the Company and as a Trustee of the Charity. The Governing Body consists of at least three and not more than fifteen individuals. The Governors, as Trustees, have control of the Charity, its property and funds and are responsible for the overall direction and control of the School.

Governors are made aware of their responsibilities through appropriate induction and training and are involved in educational development, financial planning and School strategies. The Chairman of Governors is responsible for ensuring that the Board's range of skills and competences are appropriate to Governors' roles.

Governors regularly visit the School and thereby obtain a good insight into its workings and provide necessary advice and support to the Head and the Senior Management Team.

The Governors meet twice per term, once in Committees and once as a Board of Governors. Additional meetings are held as required. The Headmistress, Deputy Head and Bursar attend all meetings of the Board.

The detailed day-to-day administration, financial and estate management of the School is undertaken by the Bursar, Mr Niall Campbell, in close consultation with Mrs Jayne Triffitt, the Headmistress.

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**BOARD MEMBERS**

Mr Ian Tyler, BCom, ACA, FICE	(Chairman of Governors from 9 July 2012)
Mr Richard Stone, MA (Cantab), FCA	(Chairman of Governors to 9 July 2012)
Mr Alistair Stoker, BA (Cantab), FCA	(Chairman of the Finance Committee)
Mr Martin Redman	(Chairman of the Estates Committee and Policy Review Committee)
Ms Marie-Ange Bouchard, JP, MBA	(Chair of the Marketing Committee)
Mrs Vivienne Durham, MA (Oxon)	(Retires 14 December 2012)
Mr Richard Brumby, BA (Cantab), KSS	
Mr Nicholas Crapp, BSc, FCA	
Mrs Lesley King-Lewis, BA(Mass), MSc (LSE)	
Mr Timothy Woffenden, MA (Oxon)	(Chairman of the Education Committee)
Mrs Alexandra Maule, LLB	
Mr Bill Crothers, BSc, ACA	

**RESIGNATIONS AND RETIREMENTS DURING THE YEAR**

Mr Richard Stone, MA (Cantab), FCA	(Retired 9 July 2012)
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**MEMBERSHIP OF COMMITTEES**

Mr Ian Tyler (Chairman of Governors) and Mrs Jayne Triffitt (Headmistress) attend Committee Meetings as appropriate to the topics under review

**Finance Committee**

Mr A Stoker (Chairman)  
Mr R Brumby  
Mr M Redman  
Mr N Crapp  
Mrs A Maule  
Mr I Tyler

**Estates Committee**

Mr M Redman (Chairman)  
Mr A Stoker  
Mr R Brumby  
Mr N Crapp  
Mrs A Maule  
Mr I Tyler

**Marketing Committee**

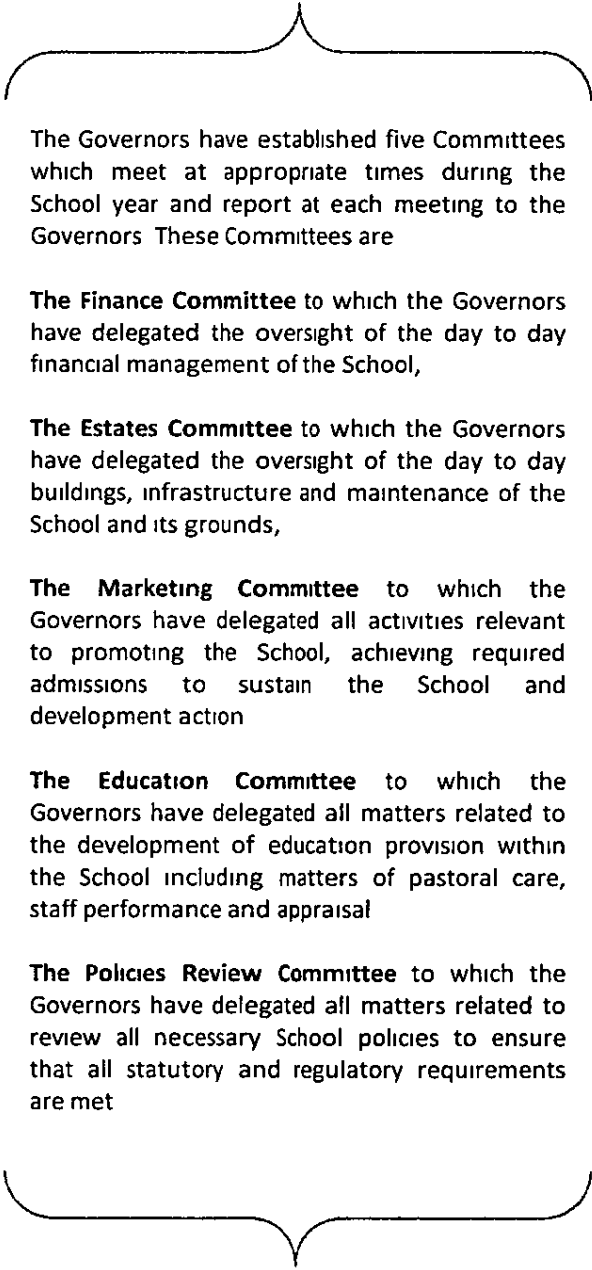
Ms M-A Bouchard (Chairman)  
Mrs V Durham  
Mrs L King-Lewis  
Mr T Woffenden  
Mr B Crothers

**Education Committee**

Mrs T Woffenden (Chairman)  
Ms M-A Bouchard  
Mrs L King-Lewis  
Mrs V Durham  
Mr B Crothers

**Policies Review Committee**

Mr M Redman (Chairman)  
Mr T Woffenden  
Mrs A Maule  
Mr B Crothers



The Governors have established five Committees which meet at appropriate times during the School year and report at each meeting to the Governors. These Committees are

**The Finance Committee** to which the Governors have delegated the oversight of the day to day financial management of the School,

**The Estates Committee** to which the Governors have delegated the oversight of the day to day buildings, infrastructure and maintenance of the School and its grounds,

**The Marketing Committee** to which the Governors have delegated all activities relevant to promoting the School, achieving required admissions to sustain the School and development action

**The Education Committee** to which the Governors have delegated all matters related to the development of education provision within the School including matters of pastoral care, staff performance and appraisal

**The Policies Review Committee** to which the Governors have delegated all matters related to review all necessary School policies to ensure that all statutory and regulatory requirements are met

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**RISK MANAGEMENT**

The Governors continue to monitor and manage the major strategic, business and operational risks which could impact on the success of the School and its subsidiary company. The Governors are assisted in this by the Senior Management Team. In turn, these groups are supported by specialist advisers including external Human Resources, Health and Safety and Fire Safety Advisers.

The Governors have examined the principal areas of the School's operations and have considered the major risks faced in each of these areas as outlined in the School's Risk Management Strategy and Plan. Risks are identified, assessed and controls established, as required, throughout the year.

The Governors see the principal risks to the School as

- Failure in marketing to achieve continued success in recruitment and retention of students that are essential to the income and financial viability of the School,
- Failure to ensure the health, safety, security and welfare of students whilst within the care of the School,
- Failure to recruit and maintain a cadre of sufficiently high quality well motivated staff to deliver required educational expectations

In the opinion of the Governors, the School has established resources and reviewed systems which, under normal conditions, should allow these risks to be mitigated to an acceptable level in its day to day operations. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

**SUBSIDIARY BUSINESS**

Woldingham School has one wholly owned subsidiary, namely

Marden Enterprises Limited

Company No 02873104

Registered address Woldingham School, Marden Park, CR3 7YA

Marden Enterprises Limited serves as the School's commercial trading arm to ensure positive use of School assets for business purposes when the School is not in session.

The Directors of the subsidiary during the year were

Mr Richard Stone (resigned 9 July 2012)

Mr Ian Tyler (appointed 9 Jul 2012)

Mr Alistair Stoker

Mrs Jayne Triffitt

Mr Gerry Hunt (resigned 21 November 2011)

Mr Niall Campbell (appointed 21 November 2011)

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**SENIOR MANAGEMENT AND PROFESSIONAL ADVISERS**

**SENIOR MANAGEMENT TEAM**

<b>Headmistress</b>	Mrs Jayne Triffitt, MA (Oxon)
<b>Deputy Head</b>	Mr Nicholas Waite, BSc (Bristol)
<b>Bursar</b>	Mr Gerry Hunt Retired 21 Nov 11 Mr Niall Campbell, MBA Def (Cranfield) Appointed 21 Nov 11
<b>Assistant Head</b>	Mr Dominic Murtagh, BSc, MA (London) Retired 31 Aug 2012
<b>Director of Studies</b>	Dr Julian Murphy, BA, MSc, MPhil, DPhil (Oxon)
<b>Director of Pastoral Care</b>	Mrs Judith Brown, BEd (CNAAB)
<b>Director of Marketing &amp; Development</b>	Mrs Charlotte Saldanha BA (Open)

**PROFESSIONAL ADVISERS**

<b>Bankers</b>	Barclays Bank plc Caterham Branch The Croydon Group PO Box 95 1 North End Croydon CR9 1RN
<b>Solicitors</b>	Pothercary Witham Weld 70 St George's Square London SW1V 3RD
<b>Auditors</b>	Crowe Clark Whitehill LLP St Bride's House 10 Salisbury Square London EC4Y 8EH
<b>Insurers</b>	Marsh Limited Education Practice Capital House 1 - 5 Perrymount Road Haywards Heath West Sussex RH16 3SY

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**WOLDINGHAM SCHOOL VISION**

The School's Vision encapsulates the school ethos and concerns the School's output, its type and quality. It is expressed as

- To provide a first class independent education for 11 – 18 year old girls in a boarding and day school,
- To encourage the girls to become independent, enquiring young women who achieve academic success, who forge lasting relationships and become positive influencers in the world they will enter
- Woldingham is a caring and supportive Christian community in which girls are happy, confident, and inspired to achieve their full potential

In furtherance of this vision, the Woldingham Trustees and Governors, as charity trustees, have complied with the duty set out in Section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Charity Commission

**KEY OBJECTIVES 2010-2015**

The Board of Governors and the Senior Management Team agreed that key objectives for the next five years are to

- Ensure high calibre School governance and leadership, including the recruitment of first class, committed academic, pastoral and support staff,
- Develop an improved and well structured marketing and admissions department with a focussed, effective marketing, promotion and PR strategy, to ensure clear market positioning and thereby achievement of a full and well balanced School of over 530 boarding and day pupils,
- Achieve excellent academic results for all our pupils – regardless of their ability and to continue to improve academic results in relation to our competitors,
- Continue to develop our extra-curricular programme to provide a varied, exciting and challenging programme of activities through which both excellence and breadth of activity can be achieved,
- Provide first class pastoral support to both boarders and day girls across all year groups,
- Develop and maintain the best possible communication and links with our current parents, our past pupils and the wider community through use of appropriate media,
- Enhance and explore all aspects of the Catholic ethos of our School,
- Ensure best practice for School information, communication and financial support systems to ensure delivery of accurate and detailed information to governors, staff, parents and pupils,
- Ensure tight financial control with the capacity to invest where required, to continue to improve the infrastructure, assets and facilities of the School through a well structured refurbishment and development plan
- To ensure that the School continues to provide an appropriate level of public benefit



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**ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR 2011-2012**

**Governance and Management**

Strategic direction and focus continues to be provided by the Governors in accordance with the strategic direction agreed last year. The school underwent an ISI inspection in February 2012, which proved to be very successful with the school achieving an excellent grade in all nine categories, including the quality of governance and the quality of leadership and management. The Governors have remained engaged in overseeing the School Renewal and Refurbishment [R&R] programme for the period 2010-2015. This year witnessed the opening of the new dining facility which has been a great success. The new history classrooms were also completed.

In 2011/12 Mr Richard Stone, Chairman of the Board of Governors retired after leading the board for seven years. Richard Stone served the School with deep commitment and distinction for over fourteen years. During his time, as both a Governor and then Chairman, his insight, guidance and advice have been invaluable in helping to ensure that Woldingham School has continued to grow, through some difficult economic times, for which he is gratefully thanked.

In August 2012 Mr Dominic Murtagh the Assistant Headmaster, retired after twenty eight years service to the school. His deep commitment, loyalty and service to the school have been appreciated over the years by all who met him and he will be sorely missed.

The new Bursar, Mr Niall Campbell was appointed in November 2011. He replaced Mr Gerry Hunt who had served as Bursar for six years, providing an invaluable service and was instrumental in the major development projects over the period.

The Senior Management Team have continued to develop the detailed Strategic and Operational Plan [SOP] to enable greater coherency and effectiveness in the day to day management of the School.

**Marketing and Admissions**

School numbers for 2011/2012 reflected an average 311 boarders and 220 day students over the year, despite the difficult economic times, showing an increase in boarders from the previous academic year. Numbers on school roll for 2012/2103 should remain very similar to the previous year but pleasingly, once again, with a slight increase in our boarding community. Recruitment is particularly healthy for the younger years with a 20% increase in numbers of candidates sitting our 11+ entrance tests for 2013.

An exhaustive review has been conducted of recruitment procedures and testing, resulting in the publication of a revised set of admissions procedures and admissions policy. The School's offering of scholarships and awards has been expanded, taking into consideration the type of child Woldingham is seeking to recruit. An all-rounder and a Science scholarship were introduced, as well as a 'local girl' scholarship to a girl(s) from the maintained sector. This year saw Woldingham host the second ISBI Admissions and Marketing Conference, for Prep Schools, part of an on-going collaboration with Which School Ltd - a free comprehensive online guide to independent schools. This year, 120 Prep Schools attended the Conference from all over the United Kingdom. The Marketing and Development Director has conducted a complete review of the School's marketing communications, leading to the development of an integrated social media plan and simplified website design – due for delivery in early 2013, that will reduce print costs long-term through the provision of more digital publications.

**Academic Provision**

We were, of course, delighted by the judgement from the ISI inspection that the quality of pupils' achievements and learning is excellent. It was particularly pleasing to note the following from the report: *"results in GCSE and at A level, interpreted in the light of inspection evidence of an extremely high*

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*proportion of effective teaching* Careful tracking of their progress indicates that pupils with SEND and those with EAL both achieve highly in relation to their starting points. The most able also achieve results which are commensurate with their ability. In each case, that the quality of teaching adapted to their needs is a significant factor in these pupils' achievement. This suggests that the work we have put into improving differentiation over the last few years is having positive effects. We were delighted by the public examination results for GCSE this year. 51.8% of grades were A\* and 79.4% were A\*-A. 92% were B or higher and 98.7% were C or higher. Twelve girls achieved straight A\* grades and 34 girls (45.9% of the cohort) achieved straight A\* and A grades. This was the fifth consecutive year of improved GCSE grades. In the Telegraph league table for independent schools we were ranked 54<sup>th</sup>.

At A level our results were more-or-less the same as in 2011. 19.5% of grades were A\* and 55.7% were A\*-A. 83.3% were B or higher and 97.2% were C or higher. In the Telegraph league table for independent schools we were 122<sup>nd</sup>. Of the 57 girls who applied for 2012 university places through UCAS, 46 achieved their first choice, 6 were accepted by their insurance choice and the remaining 5 all accepted places through clearing.

The following strategic developments were achieved during 2011-12:

- KS3 Schemes of work were adapted by most departments to provide more explicit differentiation in the light of increased setting and banding
- We further developed the use of CEM data to monitor individual student progress, and identify possible problems with individual subjects or classes, in KS3. We intend to develop further the sharing of the Centre for Evaluation and Monitoring (CEM) data with students and parents to help inform option choices.
- Report formats were simplified, with reports for Yr10 upwards now providing a target grade and a current achievement grade.
- The Oxbridge programme has been developed, further formalised and made more rigorous.
- The monitoring of and provision for Scholars and girls on the gifted and talented (G&T) register has been further developed, with greater opportunities for "super-curricular" activities and with the provision of specially selected personal tutors from Year 10 on.
- The 6<sup>th</sup> Form Cultural Society has been successfully launched and has already resulted in a number of impressive student debates.
- The extended lunch hour has allowed the creation of new academic (super-curricular) priority slots in lunchtimes.
- Academic monitoring and discipline in the 6<sup>th</sup> Form has already been tightened up through the introduction of new "interim" exams in the autumn.

### **Extra Curricular Provision**

The School's extra-curricular provision is thriving thanks to the energy and commitment of the staff coupled with the enthusiasm shown by the girls. The programme evolves each year as new staff arrive with different skills to add to the existing range of activities on offer. Zumba dancing exploded onto the scene this year and was so popular even the auditorium struggled to accommodate all those wanting to enjoy this Latin-inspired dance fitness phenomenon. The Fencing club received a shot-in-the-arm from the new School Bursar, who is a Fencing coach, where club membership has doubled. Lacrosse has also seen a growth in popularity with Woldingham School recognized by the English Lacrosse Association as the 'Emerging Lacrosse School of the Year' in the South East. Along with the staple diet of Arts and Crafts, Drama, and Cookery Clubs, the girls have been able to showcase their creative talents in an array of concerts and productions. Notable events have included the 'Medieval Day' and 'Face the Music', both joint ventures between the Music and Drama Departments, which required girls to work with professional musicians and singers, adding to their learning experience. Beyond the School gates, there have been Duke of Edinburgh Award expeditions, hockey tours, a ski trip to Tignes, ski racing in Flaine, a cultural trip to America, and a music tour to Budapest. In 2011-12, Woldingham won the District Championships in hockey (U13,U14), netball (U14B,U15B) and rounders (U13,U15). Individual

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achievements included two girls representing England in rounders and one girl in cross-country. An exciting development this year saw Woldingham enter a team in the National Schools Sailing event. Supplemented by the Saturday morning programme of activities, the girls appreciate the variety of clubs and societies on offer, and enjoy the opportunity to explore their interests.

### **Pastoral Care**

We were delighted that the ISI integrated inspection in February 2012 confirmed the outstanding level of pastoral care that we continue to provide at Woldingham. It was particularly pleasing that, having had an Ofsted boarding welfare inspection just 15 months previously, we improved on our 'Good with Outstanding features' to 'Excellent' (equivalent to Outstanding) across the board. Of particular note in the inspection report:

Having fully embedded the role of Head of Year across all year groups, *"The introduction of a new layer of management to the structure of pastoral care has been very effective and is proving to be very successful as a liaison between house and teaching staff and monitors both the pastoral and academic progress of all the girls."*

Having improved centralised records and standardisation of Individual Care Plans and Year handbooks *"There is very well-organised and meticulous documentation of policies and procedures for the smooth running of the Houses/Year groups."*

With the completion of the Health Centre, Marden, Year 10 accommodation and Yr 10/11 Boarders' common room refurbishment *"The quality of the accommodation is excellent with all Year areas tastefully furnished and decorated."*

The girls are thrilled with the new dining room which has transformed the dining experience for the girls and staff. *"The quality and range of meals enjoyed by all in the new dining hall is excellent, and girls are encouraged to eat healthily, with an excellent choice of meals."*

General comments *"Pastoral Care and Boarding is highly regarded and contributes fully to the overall experience of pupils in the school. The well-being of each individual is of vital importance to the boarding staff who take great pride in their work to create the smooth running of each house and the excellent family atmosphere. Relationships amongst the pupils and between the pupils and staff are excellent and show the highest level of mutual respect and care for one another. Boarders clearly enjoy their boarding experience, and develop strong and long lasting friendships. They have high standards of behaviour, borne out of a real sense of mutual respect and tolerance."*

During the year we have also begun work on a central database of all staff employed by the school recording dates of their Safeguarding training and acknowledgement of safeguarding documentation.

We have been working very closely with Registry to ensure that we are fully compliant with UK Border Agency Tier 4 regulations. Part of this has required us to standardise procedures across all Year groups and move to electronic, centralised storage of all exeat arrangements for Boarders. We successfully passed our UKBA Inspection in July 2012 which enabled us to renew our HTS status and licence.

### **Communications with current parents**

The virtual learning platform, Frog, is growing exponentially as more Departments within the School embrace the opportunities it offers for presenting information in a more attractive and user-friendly manner. Its webpages have helped in the process of gathering and presenting information to parents, in conjunction with the Clarioncall messaging service. The Woldingham Parents and Staff Association (WPSA) have also used Frog, this time with the help of Google Checkout, to offer parents the choice of buying tickets on-line for their events.

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### **Communications with past pupils**

The Alumnae Development Officer has now been in post for just over a year. The School has implemented a new software package, providing a complete CRM system, for both the Alumnae community for all of their activities, and the Woldingham School Foundation for fundraising purposes. The Woldingham Sacred Heart Association (WSHA) continues to support events, reunions, scholarships and bursaries across the community. A new Chairwoman was appointed in autumn 2011 supported by a renewed Committee. In March the Alumnae Development Officer worked with the Careers Department to run the bi-annual Careers Fair. Over half of the guest speakers were represented by members of the WSHA community. Old Girls Day, in May 2012 was once again successful, hosting 10, 12 and 20 year reunions. Everyone enjoyed lunch in the new whole-school dining room and tours were given around Main House by current Year 9 students. The Woldingham Life magazine continues to be very popular across the WSHA community. Through the new database system, members will be able to opt to receive electronic versions of the magazine, if they would prefer. The School continues to use social media channels to connect its broader alumnae community.

The Woldingham Sacred Heart Association has kindly agreed to contribute towards an alumna's daughter/grand-daughter's place at the School – entirely funded by the Alumnae Association.

### **The Wider Community**

Local primary schools make use of the swimming pool, and junior sports tournaments are held at Woldingham in hockey, netball and rounders. This year a number of primary schools came to watch a performance of our junior play. Our special link with St Francis School has continued, hosting their prize-giving in our marquee and their fund-raising concert in our auditorium. The girls are heavily involved in fund-raising for charities, rarely does a week go by without a cake sale, with the money raised going to various charities, including St Catherine's Hospice and the Cardinal Hume Centre. Sixth Formers are involved in community service, visiting the Tupwood Gate Nursing Home or working at the St Catherine's charity shop. Three Nursing homes join us for a Christmas party each year, with musical entertainment laid on by the girls.

### **Religious Ethos of the School**

We were delighted to celebrate our Carol Service at Westminster Cathedral in December 2011. This occasion brought together pupils, staff, parents and old girls for the first time and filled the Cathedral. We will be repeating this again this December.

Our lay Chaplain, Elsie Sebastian, left us after 20 years of dedicated service this summer. We have appointed another lay Chaplain, Tony Oulton, this academic year. He will be reviewing all of our Catholic liturgies and days of reflection.

In June 2012, we hosted the Sacred Heart Fest, which brought together representatives of all six schools founded by the Society of the Sacred Heart in England for the first time ever. One primary school from Newcastle camped on the school grounds for a week and had a fantastic time giving pupils opportunities that they would not have in the everyday lives.

20 girls were confirmed by the Rt Revd Christopher Chessun from the Anglican Diocese of Southwark on 2 March 2012. Tony Oulton will be working with a local Anglican priest to ensure that we are supporting our Anglican pupils on the journey of their faith.

We continue to strengthen our links with our local Catholic parish and our local Catholic Primary School. We hosted a fund raising concert in March 2012 for St Francis Catholic Primary School in Caterham and a Parish Day with Mass (celebrated by the Bishop of Arundel and Brighton) for the Oxted and Warlingham Parish in September. Our pupils were able to join in the Mass with the parishioners.

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The ISI report from February 2012 states that *'Their (the pupils') spiritual life is richly evident in many aspects of their school experience. They engage with candour and confidence in an atmosphere of mutual trust. The entire community is drawn together by inclusive worship led by teachers and both Catholic and Anglican clergy. Spiritual discussion readily arises in many lessons. Pupils are courteous, attentive and positive in their discourse'* The main findings also state that *'Pupils' personal development is excellent and they leave school mature and confident with a genuine concern for others, strongly influenced by the Christian values of the school and the goals of the Sacred Heart Foundation'*

### **School Administration**

Electronic registration was successfully launched throughout the School, using the web-based version of the School's Database system, called 3SyS. 3SyS was successfully embedded within Frog, allowing staff access to real-time, centrally stored information, offering improved levels of accuracy and efficiency. Housemistresses were each provided with a tablet computer to allow them access to immediate information throughout the School site, to assist them in their monitoring of attendance registers.

### **Finance and Public Benefit**

The School's financial review is given on page 16. The accounts are presented on pages 20 – 33. The Governors have supported Charity Commission guidance in respect of general provision of public benefit, noting that any bursary awards need to be sourced directly from fee income. Over the last three years, we have developed such provision to enable girls to come to Woldingham whose parents would not otherwise have been able to afford the fees. The total value of bursarial support in 2011/12 was £381,914 for 26 students. In respect of entry bursaries, the School is mindful to ensure a proper balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their children's education, and those benefiting from awards. To admit a prospective student, it is necessary for the School to be satisfied that it will be able to ensure the welfare of and to educate and develop a student to the best of their potential in line with the general standards achieved by their peers. Entrance interviews and assessments are undertaken to satisfy ourselves that potential students can cope with the School environment and with the required pace of learning in order to benefit from the education provided. Woldingham welcomes students from all backgrounds, an individual's economic status, ethnicity, race, religion or disability does not form a part of the School's assessment process. In addition to entry bursaries, the School provides a number of time limited, hardship bursaries to assist parents in temporary difficulty. Governors set a financial ceiling on the quantum of fee income that may be used to provide bursaries.

The School maintains its link with St Francis' Catholic Primary School in Caterham which continues to thrive. This is a local, maintained school in the Diocese of Arundel and Brighton and serves the Catholic community in the parishes of Caterham, Warlingham and Oxted. The aim of this link is to assist in supporting this primary school in suitable ways using established Woldingham resources.

### **Assets and Facilities**

The School continues to significantly improve and upgrade its assets and facilities. Requirements for both capital and resources are formally reviewed and approved by the management team and the Board of Governors. Also, the Renewal and Refurbishment [R&R] Programme, to be concluded over 5 years and costing circa £4.5M, is being progressed.

Highlights for the past year 2011/12 included

- Completion of the new catering and Dining Facility in Marden House
- Completion of 4 new classrooms and office for the History department in the Marden House undercroft

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- Completion of phase 1 refurbishment of the Year 11 accommodation, with the first floor of Marion wing (26 rooms)
- Completion of phase 1 refurbishment of the showers in Year 10 accommodation, on the first floor of West Wing
- Completion of a new Y11 common room and Head of year 11 office in the east wing of the quad
- Completion of the re-provided Maintenance Facility
- Continued health and fire safety and welfare improvement works throughout the School, responding to risk assessments undertaken by external consultants. Such works included water hygiene and asbestos monitoring as well as hot water supply and heating systems throughout the School. Repairs to the path along the pergola walk and the installation of lighting on the path behind Berwick House
- Commencement of work on the new exam centre in June 2012, which is due to be finished in November 2012
- In ICT, there has been continued updating of School computer systems and increased provision of the wireless computer network throughout the School

**OUTLINE OBJECTIVES FOR 2012-2013**

School targets and performance measures for the coming year have been reviewed. We will continue to strive to provide an outstanding all-round education for girls. The following objectives will be developed to provide a range of closely monitored activities and initiatives for achievement during 2012/2013

**Superior Governance and Management**

- Review the operation of governance with the new Chair of Governors
- To establish a calendar committee and implement a corporate approach to planning
- To establish an ICT steering group and to draw up a three to five year strategy to raise the ICT competencies across the curriculum
- To further develop Governor training

**Maintain Student Numbers Above 530**

- To reposition the School's website at the centre of the School's communication strategy through the successful implementation of a Socially Connected Marketing Strategy
- To implement the changes that resulted in the review of the admissions process and publication of an improved 'Admissions Policy', and 'Admissions Procedures' document
- To introduce an effective mechanism to evaluate the return on investment within the marketing area
- To review Open Day arrangements and to implement changes for Sept 2013

**Superior Academic and Extra-curricular Achievement**

- To consult with staff and then implement a strategy to raise grades at AS and A level – initial target to be set at 23% A\* and 86% A\*-B for summer 2013
- To perform a creative review of the activities that affect the curriculum in the second half of the summer term
- To broaden the range of weekend activities and socials in light of the feedback from the Boarders' survey
- To continue the KS3 review and monitor its implementation, with a focus on preparatory studies and staff consistency regarding the literacy policy
- To provide staff training to embed the use of chances graphs to inform student choices
- To perform a review of School trips
- To convert HoDs' meetings to focused strategy meetings, alongside DoS bulletins

**WOLDINGHAM SCHOOL  
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- To review our A-level provision for students, and decide on the introduction of a new subject(s) at AS level
- To provide increased opportunities for the delivery of Cookery courses
- To introduce supervised Day Girl study in Y10 and Y11
- To extend the network of Sacred Heart exchanges across Europe

**Superior Student Pastoral Care**

- To embed the new role of Deputy Head of Boarding
- To provide increased opportunity for students to take leadership roles in Main House and Marden
- Promote e-safety to staff, students and parents
- Review procedures for drugs testing and revise the School's policy

**Looking After the Wider School Community**

- To build a parent portal on Frog
- To successfully implement a series of social events for the Woldingham Sacred Heart Association
- To successfully launch the new alumnae website and increase the number of email contacts contained within the database
- To implement the WSHA Award for a September 2013 applicant, where applicable

**Develop the Catholic Ethos of the School**

- To review the roles of Chaplain, Chaplaincy Group and RE Department
- To establish an effective programme of Days of Reflection/Retreats

**Superior Whole School Administration**

- To introduce afternoon registration by fingertip scanning
- To implement the new simplified report format, and publish these reports electronically

**Maintain High Quality Staff**

- To implement an effective programme of appraisal for Support staff
- To provide a revised mechanism for effective Support staff consultation with the Headmistress and the Bursar
- To embed the new teaching standards within the appraisal system, lesson observation and NQT training, and to explore replacing GTP with the School First programme

**Maintain Financial Viability**

- Continued monitoring of financial performance and cash flows by Governors
- Rigorous planning and budget processes
- Benchmarking financial performance to industry standards

**Provide High Quality Assets and Facilities**

- To decide on the aims for the learning resources centre and ensure the facility is used as an effective resource for teaching and learning
- To make effective use of the Examinations Centre within the School timetable and for calendar events
- To confirm the outline programme of estates works for 2013/14 by Dec 12
- To refurbish Marion Wing second floor and west wing showers
- Review science laboratory requirements

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**FINANCIAL REVIEW FOR THE YEAR ENDED 31 JULY 2012**

The consolidated statement of financial activities for the period is set out on page 21 of the financial statements and records the total activities of Woldingham School and its trading subsidiary, Marden Enterprises Ltd

**Income**

**(i) School fees**

The School's gross income amounted to £14,266,769 of which £12,055,367 was derived from school fees, an increase on school fee income of 8.6% compared with the prior year. School fees include a development surcharge in order to fund the current five year development plan for the School. The average number of pupils during the year under review was 532, comprising 311 boarders and 220 day girls (2010: 516, consisting of 305 boarders and 211 day girls, 2011: 525, consisting of 295 boarders and 230 day girls).

Included in gross income of £14,266,769 is a £1m legacy from an "Old Girl". It is the Governors' intention that this legacy be used to support the Bursary programme and various capital projects.

During the year bursaries and scholarships amounted to £562,497 (2010: £322,603, 2011: £534,824).

**(ii) Trading income**

The trading income of Marden Enterprises Limited amounted to £264,759 and is included in the consolidated accounts.

**Expenditure**

The total resources expended increased by 3.6% to £12,437,308 (2011: 5.4%, £12,001,273). Costs continued to be tightly controlled throughout the year.

**Reserves**

Governors regularly review the level and nature of the reserve funds of the School. The Governors have invested substantial sums in School buildings and the development of the existing buildings in recent years. This has resulted in a £nil balance for the General Fund after separately identifying the amount of funds invested in School tangible fixed assets. In the event that a surplus arose on the General Fund on the above basis, only a minimal level of reserves would be retained for specific future expenditure not expected to be met from future fees. For 2012-13 the Governors have approved a £75,000 roof fund. Surpluses would be applied to finance further development of the School facilities. However, the Governors recognise that levels of reserves fluctuate during periods of investment and development of the School facilities and are satisfied that external finance facilities provide an additional and adequate safety net, should this be required.

**Going Concern**

The Governors of Woldingham School consider that it is appropriate that the accounts be prepared on a going concern basis. They have considered carefully the facts and circumstances of the Company and confirm that there are no material uncertainties relating to events or conditions that may cast significant doubt on the ability of the Company to continue as a going concern. In coming to their decision, the Directors have

- Reviewed the forward budget for the Company for the next five years, including undertaking necessary sensitivity analyses in respect of operational and financial risks,
- Reviewed committed financing arrangements including the continued availability of bank borrowing and the Company's ability to continue to comply with required covenants,
- Reviewed the cash flow forecast and liquidity risk for the School having regard to the timing of cash flows, matching cash inflows with projected cash outflows related to all liabilities and commitments,
- Reviewed any potential exposure to contingent liabilities that may emerge.



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**STATEMENT OF GOVERNORS' RESPONSIBILITIES**

The Governors (who are also directors for the purposes of company law) are responsible for preparing the Governors' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards)

Company law requires the Governors to prepare financial statements for each financial year. Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Governors are required to

- select suitable accounting policies and then apply them consistently,
- observe the methods and principles in the Charities SORP,
- make judgments and estimates that are reasonable and prudent,
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as each of the Governors of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each Governor has taken all of the steps that he/she should have taken as a Governor in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Approved by the Governors on 6 December 2012

  
Ian Tyler  
Chairman of Governors

**WOLDINGHAM SCHOOL  
ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2012**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WOLDINGHAM SCHOOL**

We have audited the financial statements of Woldingham School for the year ended 31 July 2012 set out pages 20 to 33

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of Governors and auditor**

As explained more fully in the Statement of Governors' Responsibilities, the governors (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the Governors, and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Governors' Annual Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**Opinion on financial statements**

In our opinion the financial statements

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 July 2012 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended,
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Governors' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

WOLDINGHAM SCHOOL  
ANNUAL REPORT AND FINANCIAL STATEMENTS  
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**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion

- the parent charitable company has not kept adequate accounting records, or
- the parent charitable company financial statements are not in agreement with the accounting records and returns, or
- certain disclosures of Governors' remuneration specified by law are not made, or
- we have not received all the information and explanations we require for our audit



Tina Allison  
Senior Statutory Auditor  
For and on behalf of  
**Crowe Clark Whitehill LLP**  
Statutory Auditor  
London

19 December 2012

WOLDINGHAM SCHOOL

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 JULY 2012

Income and expenditure account	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	2012 Total £	2011 Total £
<b>Incoming resources</b>						
<i>Incoming resources from Charitable Activities</i>						
School fees receivable	2	12,055,367	-	-	12,055,367	11,096,008
Other Incoming Resources	3	791,688	-	264	791,952	730,069
<i>Incoming Resources from generated funds</i>						
Sale of uniforms and venue hire	4	264,759	-	-	264,759	331,234
Legacies		1,000,000	-	-	1,000,000	-
Other donations		1,193	27,061	-	28,254	26,132
Investment income		1,852	258	-	2,110	680
Rental income		124,327	-	-	124,327	114,770
<b>Total incoming resources</b>		<u>14,239,186</u>	<u>27,319</u>	<u>264</u>	<u>14,266,769</u>	<u>12,298,893</u>
<b>Resources expended</b>						
<i>Cost of generating funds</i>						
Sale of uniforms and venue hire		147,771	-	-	147,771	171,095
Financing costs		170,543	-	-	170,543	113,954
<i>Charitable Activities</i>						
<i>School operating costs and grant making</i>						
Teaching costs		4,942,734	-	-	4,942,734	4,646,584
Welfare		1,186,348	-	-	1,186,348	1,109,275
Premises		3,100,443	-	-	3,100,443	3,105,386
Support costs		2,810,339	-	12,183	2,822,522	2,789,296
Grants, awards and prizes		40,057	-	100	40,157	44,245
		<u>12,079,921</u>	<u>-</u>	<u>12,283</u>	<u>12,092,204</u>	<u>11,694,786</u>
<i>Governance costs</i>		<u>26,790</u>	<u>-</u>	<u>-</u>	<u>26,790</u>	<u>21,438</u>
<b>Total resources expended</b>	5	<u>12,425,025</u>	<u>-</u>	<u>12,283</u>	<u>12,437,308</u>	<u>12,001,273</u>
<b>Net incoming resources before transfers between funds</b>		<u>1,814,161</u>	<u>27,319</u>	<u>(12,019)</u>	<u>1,829,461</u>	<u>297,620</u>
Transfers between funds		<u>(150,000)</u>	<u>150,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net incoming resources before other recognised gains</b>		<u>1,664,161</u>	<u>177,319</u>	<u>(12,019)</u>	<u>1,829,461</u>	<u>297,620</u>
<b>Other recognised gains</b>						
Unrealised gain on investments		-	-	1,789	1,789	270
<b>Net movement in funds</b>		<u>1,664,161</u>	<u>177,319</u>	<u>(10,230)</u>	<u>1,831,250</u>	<u>297,890</u>
Balances brought forward at 1 August 2011		<u>13,260,093</u>	<u>85,975</u>	<u>38,124</u>	<u>13,384,192</u>	<u>13,086,302</u>
<b>Balances carried forward at 31 July 2012</b>	15	<u>£14,924,254</u>	<u>£263,294</u>	<u>£27,894</u>	<u>£15,215,442</u>	<u>£13,384,192</u>

All activities are continuing. There are no other gains or losses other than those shown above.  
The notes on pages 24 to 33 form part of these financial statements.


WOLDINGHAM SCHOOL

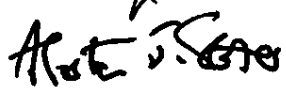
CONSOLIDATED BALANCE SHEET

AT 31 JULY 2012

	Notes	2012 GROUP £	2012 CHARITY £	2011 GROUP £	2011 CHARITY £
<b>FIXED ASSETS</b>					
Tangible assets	8	22,521,515	22,513,109	20,129,878	20,118,199
Investments	9	7,851	7,853	6,062	6,064
		<u>22,529,366</u>	<u>22,520,962</u>	<u>20,135,940</u>	<u>20,124,263</u>
<b>CURRENT ASSETS</b>					
Stock	10	91,384	-	63,919	-
Debtors	11	555,739	632,076	500,534	614,954
Cash at bank and in hand		1,297,629	1,201,354	166,139	90,320
		<u>1,944,752</u>	<u>1,833,430</u>	<u>730,592</u>	<u>705,274</u>
<b>CREDITORS</b> Amounts falling due within one year	12	(3,556,623)	(3,430,196)	(3,964,699)	(3,921,003)
<b>NET CURRENT LIABILITIES</b>		<u>(1,611,871)</u>	<u>(1,596,766)</u>	<u>(3,234,107)</u>	<u>(3,215,729)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>20,917,495</u>	<u>20,924,196</u>	<u>16,901,833</u>	<u>16,908,534</u>
<b>CREDITORS</b> Amounts falling due after more than one year	13	(5,702,053)	(5,702,053)	(3,517,641)	(3,517,641)
<b>NET ASSETS</b>		<u>£15,215,442</u>	<u>£15,222,143</u>	<u>£13,384,192</u>	<u>£13,390,893</u>
<b>Representing, FUNDS</b>					
Unrestricted					
- General	15	14,924,254	14,930,955	13,260,093	13,266,794
- Designated	15	263,294	263,294	85,975	85,975
Restricted	15	27,894	27,894	38,124	38,124
		<u>£15,215,442</u>	<u>£15,222,143</u>	<u>£13,384,192</u>	<u>£13,390,893</u>

Approved by the Governors and authorised for issue on 6 December 2012 and signed on their behalf by,

  
 Ian Tyler  
 Governor

  
 Alistair Stoker  
 Governor

The notes on pages 24 to 33 form part of these financial statements

**WOLDINGHAM SCHOOL**

**CONSOLIDATED CASH FLOW STATEMENT**

**FOR THE YEAR ENDED 31 JULY 2012**

		<b>2012 GROUP</b>		<b>2011 GROUP</b>	
		£	£	£	£
<b>Net cash inflow from operating activities</b>	(Note 3)		2,497,388		1,482,125
<b>Return on investments and servicing of finance</b>					
Interest received		2,110		680	
Interest paid		(170,543)		(113,954)	
			(168,433)		(113,274)
<b>Capital expenditure</b>					
Acquisition of fixed assets			(3,102,059)		(1,579,913)
<b>Cash (outflow) before use of liquid resources and financing</b>			(773,104)		(211,062)
<b>Financing</b>					
Bank loans received		2,500,000		-	
Bank loans repayments		(163,171)		(159,430)	
			2,336,829		(159,430)
<b>Increase/(decrease) in cash (Note 2)</b>			£1,563,725		£(370,492)

The notes on page 23 form part of this cash flow statement

**WOLDINGHAM SCHOOL**

**NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT**

**FOR THE YEAR ENDED 31 JULY 2012**

		<b>2012 GROUP £</b>	<b>2011 GROUP £</b>
<b>1. Reconciliation of net cash inflow to movement in net debt</b>			
Increase/(decrease) in cash in the year		1,563,725	(370,492)
(Increase)/decrease in financing in the year		(2,336,828)	159,430
Net debt at 1 August 2011		(2,669,803)	(2,458,741)
Net debt at 31 July 2012		£(3,442,906)	£(2,669,803)
<b>2. Analysis of net debt</b>			
	<b>At 1 August 2011 £</b>	<b>Cash flows £</b>	<b>At 31 July 2012 £</b>
Cash at bank and in hand	166,139	1,131,490	1,297,629
Bank overdraft	(1,419,251)	432,235	(987,016)
	(1,253,112)	1,563,725	310,613
Bank loans	(1,416,691)	(2,336,828)	(3,753,519)
	£(2,669,803)	£(773,103)	£(3,442,906)
<b>3. Reconciliation of surplus to net cash inflow from operating activities</b>			
		<b>2012 £</b>	<b>2011 £</b>
Net incoming resources before gain on investments		1,829,461	297,620
Depreciation		710,432	673,633
(Profit)/Loss on disposal of fixed assets		(180)	(60)
Interest receivable		(2,110)	(680)
Interest payable		170,543	113,954
(Increase) in stock		(27,465)	(13,614)
(Increase) in debtors		(55,205)	(15,337)
(Decrease)/increase in creditors		(128,088)	426,609
Net cash inflow from operating activities		£2,497,388	£1,482,125

## 1 ACCOUNTING POLICIES

### a) Basis of preparation

These financial statements have been prepared under the Companies Act 2006 and the historical cost convention, as modified by the adoption of market value for investment assets, and in accordance with applicable accounting standards and the Statement of Recommended Practice "Accounting and reporting by charities" (SORP 2005)

Having reviewed the financial position the Governors have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt a going concern basis in preparing the financial statements

### b) Group Accounts

These financial statements consolidate the results of the Charity and its wholly owned subsidiary Marden Enterprises Ltd on a line by line basis. In accordance with Section 408 of the Companies Act 2006, no separate Statement of Financial Activities is presented for Woldingham School

The School has also taken advantage of the exemption in paragraph 3(c) of FRS8 and is not required to disclose details of transactions with other members of the Group

The unconsolidated total incoming resources for the Charity only, was £14,119,000 and the Charity's surplus was £1,829,301

### c) Fees

Fees receivable are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions granted by the School. Fees received in advance of education to be provided in future years, under an advance payment scheme contract, are held as liabilities to be taken to income in the term when used or else refunded

Income from the sale of goods or the provision of services is recognised in the year in which the good is sold or the service provided

### d) Interest receivable

Interest receivable is credited to the income and expenditure account in the year in which it is receivable

### e) Donations and legacies

Donations receivable for the general purposes of the Charity are credited to "unrestricted funds". Donations for purposes restricted by the wishes of the donor are taken to "restricted funds" where these wishes are legally binding on the Governors

Legacies are recognised in the financial statements to the extent the School was certain of receipt, had entitlement to amounts receivable and was capable of measuring the amounts involved with reasonable accuracy

### f) Resources expended

Resources expended are accounted for on an accruals basis. The irrecoverable element of VAT is included within the item of expense to which it relates. A liability is recognised when the School has a legal or constructive obligation to transfer economic benefits

All expenditure is attributable to specific cost categories. There are no costs which are attributable to more than one cost category and therefore there has been no apportionment of costs

Governance costs comprise the costs of complying with the constitutional and statutory requirements of the School

### g) Operating leases

Operating lease rentals payable are charged on a time basis over the lease term



**1. ACCOUNTING POLICIES (continued)****h) Tangible**

Assets over £3,000 are capitalised. Depreciation is provided on fixed assets, other than land and assets in the course of construction, to write off their cost over their estimated useful life as follows

Freehold buildings - 2% on cost

Furniture and equipment - 5% - 15% on cost

Motor vehicles - 25% on cost

Computers - 33 1/3% on cost

**i) Pension costs**

The Charity contributes to the Teachers' Pension Scheme at rates set by the Scheme Actuary. The Scheme is a multi employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the School. The School as an employer also contributes to a Standard Life Scheme in respect of the support staff and in addition to the foregoing, contributes to a very small number of non - teaching staff pension arrangements operating on a defined contribution basis. In accordance with FRS17 therefore, the schemes are accounted for as defined contribution schemes.

**j) Investments**

Investments are revalued at mid-market value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities.

**k) Stock**

Stock is stated at the lower of cost and net realisable value.

**2. SCHOOL FEES**

	<b>2012</b>	<b>2011</b>
	<b>Total</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
<b>The Schools' fee income comprised.</b>		
Gross fees	12,713,152	11,724,246
Less Total bursaries, grants and allowances	657,785	628,238
	<u>£12,055,367</u>	<u>£11,096,008</u>

**3. OTHER INCOMING RESOURCES**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>2012</b>	<b>2011</b>
	<b>funds</b>	<b>funds</b>	<b>Total</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Other educational charitable activities</b>				
Registration fees	33,269	-	33,269	38,349
<b>Other ancillary activities</b>				
Commission on medical insurances	21,772	-	21,772	11,985
School trips and other income	644,872	-	644,872	564,782
Surcharge on late fees	14,918	-	14,918	14,362
Miscellaneous	76,857	264	77,121	100,591
	<u>£791,688</u>	<u>£264</u>	<u>£791,952</u>	<u>£730,069</u>

**WOLDINGHAM SCHOOL**

**NOTES TO THE ACCOUNTS (continued)**

**FOR THE YEAR ENDED 31 JULY 2012**

**4. INCOME FROM SUBSIDIARY'S TRADING ACTIVITIES**

The School has owned the whole of the share capital of Marden Enterprises Ltd (MEL), a company registered in the United Kingdom (Company number 2873104) since 30 November 2009. MEL operates as the trading subsidiary of Woldingham School and operated trading activities of the School, including weddings, events and the tuck and uniform shops.

The trading results for the year ended 31 July 2012, as extracted from the audited accounts, are summarised below:

	£
Turnover	264,759
Cost of sales	(125,462)
Gross Profit	139,297
Administrative expenses	(86,765)
Payment under gift aid to Woldingham School	(52,588)
Operating (loss) for the year	(56)
Interest payable	56
Net result for the year	-
Retained loss brought forward	(6,703)
Retained loss carried forward	£(6,703)

**5. ANALYSIS OF TOTAL RESOURCES EXPENDED**

	Staff costs £	Other £	Depreciation £	2012 Group total £	2011 Group £
<b>Cost of generating funds</b>					
Sale of uniforms and venue hire	-	144,498	3,273	147,771	171,095
Financing costs	-	170,543	-	170,543	113,954
<b>Charitable Activities</b>					
<i>School operating costs and grants</i>					
Teaching costs	4,049,214	893,520	-	4,942,734	4,646,584
Welfare	-	1,186,348	-	1,186,348	1,109,275
Premises	1,044,555	1,348,729	707,159	3,100,443	3,105,386
Support costs	1,799,347	1,023,175	-	2,822,522	2,789,296
Prizes & Prize day expenses	-	40,157	-	40,157	44,245
<b>Governance costs</b>	-	26,790	-	26,790	21,438
	<u>£6,893,116</u>	<u>£4,833,760</u>	<u>£710,432</u>	<u>£12,437,308</u>	<u>£12,001,273</u>

**WOLDINGHAM SCHOOL**

**NOTES TO THE ACCOUNTS (continued)**

**FOR THE YEAR ENDED 31 JULY 2012**

**5. ANALYSIS OF TOTAL RESOURCES EXPENDED (CONTINUED)**

Teaching other costs include Teaching Materials £133,251 (2011 £134,025) and School trips and other expenditure £644,872 (2011 £564,782) Welfare other costs include Catering costs of £1,162,794 (2011 £1,088,048) Premises other costs include Repairs & Maintenance £554,763 (2011 £594,490) and utilities £625,217 (2011 £548,719)

**6 ANALYSIS OF TOTAL RESOURCES EXPENDED (continued)**

	<b>2012 Group £</b>	<b>2011 Group £</b>
Governance costs consist of the following		
Audit fee - current period	23,100	24,150
- over provision prior period	(1,150)	(50)
- other services	5,790	488
	<u>£27,740</u>	<u>£24,588</u>

**7. STAFF COSTS**

Wages and salaries	5,800,237	5,567,578
Social security costs	553,748	503,016
Pension costs	539,131	525,442
	<u>£6,893,116</u>	<u>£6,596,036</u>

The average number of full time equivalent employees in the year was

	<b>No</b>	<b>No</b>
Teachers and support staff	75	74
Non teaching staff	101	100
	<u>176</u>	<u>174</u>

The number of employees whose emoluments exceeded £60,000 were

£60,001 - £70,000	5	3
£70,001 - £80,000	1	1
£140,001 - £150,000	-	1
£150,001 - £160,000	1	-

The number with retirement benefits accruing in

- Money Purchase schemes was	5	3
for which the contributions amounted to	£55,574	£37,774
- Defined benefit schemes	-	1

**WOLDINGHAM SCHOOL**

**NOTES TO THE ACCOUNTS (continued)**

**FOR THE YEAR ENDED 31 JULY 2012**

**8. TANGIBLE FIXED ASSETS**

<b>Group and charity</b>	<b>Freehold land &amp; buildings £</b>	<b>Assets under course of construction £</b>	<b>Furniture &amp; equipment £</b>	<b>Motor vehicles £</b>	<b>Charity Total £</b>	<b>Subsidiary Furniture &amp; equipment £</b>	<b>Group Total £</b>
<b>COST</b>							
At 1 August 2011	24,983,133	-	3,806,709	39,834	28,829,676	50,964	28,880,640
Additions in period	2,873,313	199,270	12,694	16,782	3,102,059	-	3,102,059
At 31 July 2012	27,856,446	199,270	3,819,403	56,616	31,931,735	50,964	31,982,699
<b>DEPRECIATION</b>							
At 1 August 2011	5,243,359	-	3,434,208	33,910	8,711,477	39,285	8,750,762
Charge for the period	550,507	-	151,781	4,861	707,149	3,273	710,422
At 31 July 2012	5,793,866	-	3,585,989	38,771	9,418,626	42,558	9,461,184
<b>NET BOOK VALUE</b>							
At 31 July 2012	£22,062,580	£199,270	£233,414	£17,845	£22,513,109	£8,406	£22,521,515
At 31 July 2011	£19,739,774	£-	£372,501	£5,924	£20,118,199	£11,679	£20,129,878

**WOLDINGHAM SCHOOL**

**NOTES TO THE ACCOUNTS (continued)**

**FOR THE YEAR ENDED 31 JULY 2012**

<b>9 INVESTMENTS</b>	<b>2012 Group £</b>	<b>2012 Charity £</b>	<b>2011 Group £</b>	<b>2011 Charity £</b>
Market value at 1 August 2011	6,062	6,064	5,792	5,794
Unrealised gain/(loss)	1,789	1,789	270	270
Market value at 31 July 2012	<u>£7,851</u>	<u>£7,853</u>	<u>£6,062</u>	<u>£6,064</u>
Cost transferred and at 31 July 2012	<u>£3,157</u>	<u>£3,157</u>	<u>£3,157</u>	<u>£3,157</u>

Group investments are represented wholly by Government 3 1/2% War Loan Stock

Charity investments also include the £2 investment in its subsidiary Marden Enterprises Ltd

**10 STOCK**

Stock of goods for resale	<u>£91,384</u>	<u>£-</u>	<u>£63,919</u>	<u>£-</u>
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**11. DEBTORS**

School fees	216,541	216,541	193,269	193,269
Amount due from subsidiary undertaking	-	148,497	-	149,112
Other debtors and prepayments	339,198	267,038	307,265	272,573
	<u>£555,739</u>	<u>£632,076</u>	<u>£500,534</u>	<u>£614,954</u>

**12. CREDITORS: Amounts falling due within one year**

Bank overdraft	987,016	987,016	1,419,251	1,419,251
Bank loans	163,017	163,017	163,017	163,017
Fees in advance (Note 14)	447,457	447,457	594,207	594,207
Taxation and social security	162,263	162,263	151,186	151,186
Other creditors and accruals	1,390,471	1,264,044	1,323,781	1,280,085
Fee deposits	406,399	406,399	313,257	313,257
	<u>£3,556,623</u>	<u>£3,430,196</u>	<u>£3,964,699</u>	<u>£3,921,003</u>

WOLDINGHAM SCHOOL

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 JULY 2012

13 CREDITORS. Amounts falling due after more than one year

	2012 Group £	2012 Charity £	2011 Group £	2011 Charity £
Fee deposits	1,750,676	1,750,676	1,799,306	1,799,306
Other loans	150,000	150,000	200,000	200,000
Fees in advance (Note 14)	210,874	210,874	264,662	264,662
Bank loans				
Amounts falling due within 1 to 2 years	168,436	168,436	168,436	168,436
Amounts falling due within 2 to 5 years	2,283,749	2,283,749	533,750	533,750
Amounts falling due after more than 5 years	1,138,318	1,138,318	551,487	551,487
	<u>£5,702,053</u>	<u>£5,702,053</u>	<u>£3,517,641</u>	<u>£3,517,641</u>

The bank loans and overdrafts are secured on the freehold property of the school

Interest on the bank loan is charged at 2.25% over base rate

14. ADVANCE FEE PAYMENTS

Parents may enter into a contract to pay to the School up to the equivalent of seven years' School fees in advance. The money may be returned to parents or another School, subject to specific conditions upon the receipt of one term's notice. Assuming pupils will remain in the School, advance fees will be applied as follows:

After 5 years	13,610	13,610	-	-
Within 2 - 5 years	52,231	52,231	110,795	110,795
Within 1 - 2 years	145,033	145,033	153,867	153,867
	<u>210,874</u>	<u>210,874</u>	<u>264,662</u>	<u>264,662</u>
Within 1 year	447,457	447,457	594,207	594,207
	<u>£658,331</u>	<u>£658,331</u>	<u>£858,869</u>	<u>£858,869</u>

15. FUNDS

Group	Balance 1 Aug 2011 £	Income £	Expended £	Transfers between funds £	Investment gains/(losses) £	Balance 31 July 2012 £
General funds						
Unrestricted funds	13,260,093	14,239,186	(12,425,025)	(150,000)	-	14,924,254
Designated funds						
Flexiplan Fund	75,000	-	-	75,000	-	150,000
Roof fund	-	-	-	75,000	-	75,000
School Foundation	10,975	27,319	-	-	-	38,294
Restricted funds						
Community use project	29,224	-	(12,183)	-	-	17,041
Deborah Ogle Fund	5,819	164	(100)	-	1,111	6,994
Corbishley Fund	3,081	100	-	-	678	3,859
	<u>£13,384,192</u>	<u>£14,266,769</u>	<u>£(12,437,308)</u>	<u>£-</u>	<u>£1,789</u>	<u>£15,215,442</u>

# WOLDINGHAM SCHOOL

## NOTES TO THE ACCOUNTS (continued)

### FOR THE YEAR ENDED 31 JULY 2012

#### 15. FUNDS (Continued)

##### Flexiplan Fund

This fund represents funds set aside in respect of the Federated Flexiplan No 1 pension scheme (See note 20 for further details)

##### Foundation fund

Funds relate to donations to the School Foundation, established to provide funds for bursaries, scholarships, building and other specific projects. These funds are intended for specific projects, some of which will happen in the current financial year. From September 2012 the Foundation has agreed to contribute to the cost of one 100% bursary at £6,205 per term.

##### Roof fund

Funds represent money to be set aside for the maintenance of the Main House roof. It is intended to establish a 4/5 year plan to repair and maintain the Main house roof, £75K pa will be set aside to fund both these and emergency roof repairs.

##### Community Use Project

Funds represent a donation received for activities which benefit the local Community.

##### Deborah Ogle and Corbishley Funds

Funds represent monies given for prize funds.

#### 16. ALLOCATION OF THE GROUP NET ASSETS

	Fixed assets £	Net current assets/ (liabilities) £	Long term liabilities £	Total £
Unrestricted funds	22,521,513	(1,895,206)	(5,702,053)	14,924,254
Designated funds	-	263,294	-	263,294
Restricted funds	7,853	20,041	-	27,894
	<hr/>	<hr/>	<hr/>	<hr/>
Charity funds	£22,529,366	£(1,611,871)	£(5,702,053)	£15,215,442
	<hr/>	<hr/>	<hr/>	<hr/>

#### 17. CAPITAL COMMITMENTS

At 31 July 2012 there were capital commitments authorised and contracted for of £806,691 (2011 £2,662,951).

#### 18. OPERATING LEASES

At 31 July the School had annual commitments under non - cancellable operating leases in respect of equipment expiring as follows:

	2012 Group £	2012 Charity £	2011 Group £	2011 Charity £
Operating leases which expire				
Within one year	14,404	14,404	21,100	21,100
Within one to two years	443	443	443	443
Within two to five years	67,472	67,472	58,046	58,046
More than five years	-	-	1,099	1,099
	<hr/>	<hr/>	<hr/>	<hr/>
	£82,319	£82,319	£80,688	£80,688
	<hr/>	<hr/>	<hr/>	<hr/>

## **WOLDINGHAM SCHOOL**

### **NOTES TO THE ACCOUNTS (continued)**

#### **FOR THE YEAR ENDED 31 JULY 2012**

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#### **19. GOVERNORS REMUNERATION AND EXPENSES**

Governors are not remunerated. No expenses were reimbursed to Governors during the year or the previous year.

#### **20. PENSION COMMITMENTS**

##### **Teachers' Pension Scheme**

The School participates in the Teachers' Pension Scheme (England and Wales) ("The Scheme"), for its teaching staff. This is a multi-employer defined benefits pension scheme and it is not possible or appropriate to identify the assets and liabilities of the Scheme which are attributable to the School. As required by FRS17 "Retirement Benefits", the School accounts for this scheme as if it were a defined contribution scheme.

On 4 July 2012 the Chief Secretary to the Treasury confirmed that the Government will be taking forward legislation based on the reformed scheme design for the Teachers' Pension Scheme to be introduced in 2015, as set out in the Teachers' Pension Scheme - Proposed Final Agreement ("The Agreement"). The TPS Agreement sets out the main parameters for both the provision of future pension benefits and the structuring of the future contributions to the TPS including the basis for increasing average employee contribution rates up to 2015.

Under the TPS Agreement, employer contribution rates from 1 April 2012 are continuing at 14.1% with employee rates varying between 6.4% and 8.8%. For subsequent years, data and information is being collated to inform a Government review of the tiering structures in advance of the Department for Education consulting on contribution increases for 2013/14 onwards.

The Government have set a gross cost ceiling for the main public service pension schemes of 21.7% with a net cost ceiling of 12.1% and an average employee contribution of 9.6%. The Government Actuary's Department has in a report dated 9 March 2012 concluded that the TPS Agreement scheme design is within this required cost ceiling. This conclusion is dependent on and sensitive to the data, methodology and assumptions adopted and further details on these are available in the full Government Actuary's report which is available on the Department for Education website.

The pension charge for the year includes contributions payable to the scheme of £446,819 (2011: £420,103).

##### **The Flexiplan Pension Scheme**

Some of the non-teaching staff were originally members of the Federated Flexiplan No. 1 scheme ('The Flexiplan'), a defined benefit scheme providing benefits based upon a guaranteed amount of pensions capital which applies to a number of unconnected employers in the charitable sector. In light of difficulties related to the future operation of the Flexiplan, the School took appropriate financial advice and, following necessary consultation with members, instituted a new support staff stakeholder pension scheme with Standard Life in 2008. The School as the Employer provides a maximum contribution of 6% to Standard Life plans. Employee contributions vary depending upon employee choice.

Members' and School contributions continued to be made to the Flexiplan until 30 November 2009 when, having taken professional advice related to the future of the Plan and in light of plans for incorporation of the School as a Company Limited by Guarantee, the School, in consultation with the Flexiplan Trustee, terminated its participation in the scheme. As a consequence of this termination of participation, a statutory debt obligation was triggered to the Flexiplan. The outstanding liability to the Flexiplan was assumed by Woldingham School (incorporated). It is noted that, following the direction of the Flexiplan Trustee, the Flexiplan was closed to all further contributions at the end of January 2010 with action being taken to wind-up the pension scheme.



## **WOLDINGHAM SCHOOL**

### **NOTES TO THE ACCOUNTS (continued)**

**FOR THE YEAR ENDED 31 JULY 2012**

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#### **20. PENSION COMMITMENTS (Continued)**

There is currently some uncertainty over the interpretation of the Flexiplan rules and the benefits to be provided to some members (and hence liabilities). These liabilities have been valued on two bases reflecting the uncertainty over whether certain benefits should be provided on a 'Pensions Capital' basis or a 'Target Pension' basis. A final decision as to which will apply will be made as a result of an application being made to the High Court and a decision is expected by the end of 2012. Owing to the continued uncertainty about the full extent of the Flexiplan's liabilities, it was not possible to identify the amount of the statutory debt arising when the School terminated its participation. It was therefore agreed with the Flexiplan Trustee, as part of a statutory 'withdrawal arrangement', that the pre-incorporation Trustees of the School should pay £100,000 in full and final settlement of their potential liability to the scheme. The actual liability will be greater than that amount, but how much greater will be dependent upon the outcome of the court application. It was agreed that, as part of the withdrawal arrangement, Woldingham School (post-incorporation) would pay the balance and, until the court proceedings were over, would set aside reserves of amounts as agreed with the Flexiplan Trustee, being at least £75,000 per annum, to provide a fund out of which this balance would be paid. If the balance is greater than the amount in the reserve, the School will pay the remainder over a period to be agreed with the Flexiplan Trustee.

The latest actuarial valuation of the Flexiplan was at 31 March 2009, whereas the amount payable by the School will be calculated as at the date of termination of participation. At the valuation date, the value of the assets of the Flexiplan was £65.188 million and the value of the Flexiplan's technical provisions on a worst case 'Target Pension' basis was £92.859 million indicating an aggregate deficit in relation to all employers of £27.671 million. The Scheme actuary has estimated in March 2009 the School's liability as 2.958% of the total. A further meeting between the Flexiplan Trustee and the Employees in September 2009 estimated our liability at 3.81%. For prudence we have used the 3.81% figure. These figures will have to be updated to the date of termination of participation to establish the School's outstanding liability once the court proceedings are over.

#### **Other pension schemes**

In addition to these schemes, the School as the Employer, contributes to a very small number of additional non-teaching staff pension arrangements operating on a defined contribution basis. There were no amounts unpaid or prepaid to any scheme at the year end. The assets of all schemes are held separately from those of the School.